

NEW JERSEY DEPARTMENT OF HEALTH AND SENIOR SERVICES

2011 ShapingNJ Partnership Assessment

Office of Nutrition & Fitness
Fall 2011



BACKGROUND

In 2008, the New Jersey Office of Nutrition & Fitness (ONF) began to develop and coordinate **ShapingNJ**, a statewide partnership that seeks to prevent obesity by making it easier to eat healthfully and live actively in the places that New Jersey residents live, work, and play. ONF supports **ShapingNJ** through a cooperative agreement from the Nutrition, Physical Activity and Obesity Program at the Centers for Disease Control and Prevention. **ShapingNJ** currently consists of more than 160 organizations that span a range of sectors including public, private, philanthropic, not-for-profit, health, education, economic development, and transportation.

From the beginning, **ShapingNJ** was charged with developing a New Jersey plan for combating obesity that included 23 strategies that change the environment or impact state and local policies in child care facilities, communities, healthcare organizations, schools, and worksites or businesses. During the planning process, the partnership was organized into behavioral workgroups – physical activity, sugar sweetened beverages and energy dense foods, breast feeding, television viewing, fruits and vegetables, surveillance and evaluation, and the Executive & Sustainability Committee (E&S). In 2010, **ShapingNJ** transitioned from planning to implementation, in which partners began to roll-out the 23 strategies in various settings across the state. During this time, the partnership was reorganized to reflect its new focus. The behavioral workgroups transitioned into setting workgroups including child care, healthcare, community, schools, and worksite and businesses. The Executive & Sustainability Committee remained intact as it is responsible for the overall governance and decision-making for the partnership.

The effectiveness of **ShapingNJ** in planning and implementing strategies for obesity prevention in New Jersey is dependent on the health of the partnership and the ability of the collaboration to function effectively. As such, ONF annually conducts an assessment of the partnership to examine the extent of this functioning, to identify areas of strength, and to determine areas in need of improvement. In 2010, ONF contracted with the Rutgers Center for State Health Policy (CSHP) to complete this evaluation, which covered the planning phase of the partnership. The implementation phase of the partnership is assessed in this evaluation, which was conducted by ONF.

METHODS

The 2011 **ShapingNJ** partnership assessment adapted several inventories to create the instrument used to survey the partnership. Existing inventories that were adapted and other survey questions are described below. The final instrument was 81 questions and took approximately 15 minutes to complete (Appendix A). The survey was programmed and administered using Survey Monkey Pro.

All **ShapingNJ** partners received a link to the survey on Survey Monkey from the **ShapingNJ** email account. To obtain the list of partners, ONF staff extracted a list of email addresses from the partnership database that organizes information about partner organizations. ONF staff sent an email on Tuesday, May 24, 2011 to all individuals included on this list. The email explained the purpose of the survey, that it was voluntary and anonymous, that it would take approximately 15 minutes, and that the survey link

would close on Tuesday, June 7, 2011. Reminder emails were sent on Tuesday, May 31, 2011 and another on Tuesday June 7, 2011 to everyone who received the initial email.

Wilder Collaboration Factors Inventory

The first section of the instrument is the Wilder Collaboration Factors Inventory, which was also used in the 2010 assessment. This inventory is a series of 40 questions that are designed to measure 20 factors that research shows are associated with successful collaborations¹. The factors are organized into six categories: Environment, Membership Characteristics, Process and Structures, Communication, Purpose, and Resources. Questions are scored on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree.” Respondent scores are averaged and scores for each of the 20 factors are calculated based on the questions that make up each factor. The following is a guide for interpreting factor scores:

4.0 or higher	Strength; does not need special attention
3.0 to 3.9	Borderline category; should be discussed by the group to determine if it needs attention
2.9 or lower	Weakness; should be addressed by the group to determine corrective action

Leadership Assessment

To further examine ONF’s leadership of *ShapingNJ*, questions were used from the Partnership Self-Assessment Tool². These questions were selected and used in 2010 and were used again in this year’s assessment to facilitate comparisons between years. The leadership assessment consists of 11 questions and each question is scored on a scale of 1 to 5 with 1 being “poor” and 5 being “excellent.” Respondent scores are averaged and an overall average score is calculated. To interpret the leadership assessment scores:

4.5-5.0	Target zone; leadership is an area of strength
4.0-4.5	Headway zone; leadership is doing well and has the potential to progress further
3.0-3.9	Work zone; more effort is required by the leadership to maximize the collaboration’s potential
1.0-2.9	Danger zone; leadership is weak and needs improvement

¹ Mattessich PW, Murray-Close M, Monsey BR, Wilder Research Center. 2001. The Wilder Collaboration Factors Inventory: Assessing Your Collaboration’s Strengths and Weaknesses. St. Paul, MN: Fieldstone Alliance.

² Center for the Advancement of Collaborative Strategies in Health. Partnership Self-Assessment Tool. 2001. Available at <http://partnershiptool.net/>.

Supplemental Questions

ONF seeks to ensure that the annual partnership assessment is the one time each year the partnership is surveyed to reduce survey fatigue. As a result, several supplemental questions around specific topics of interest to the partnership are included in the instrument. These supplemental questions were selected or developed by ONF staff based on the availability of the information, relevance and usefulness of the information to the partnership, and need for the information to help guide future efforts. Similar to 2010, questions were included about partner use of the portal and website, the benefits of participating in *ShapingNJ*, and the benefits of the *ShapingNJ* strategies. The 2011 instrument also includes questions to determine the degree to which the partners are implementing worksite and community strategies.

Analysis

Quantitative results were tabulated by Survey Monkey Pro and additional analyses were completed using SAS 9.2. Where appropriate, results were calculated for the partnership as a whole and by workgroup (E&S Committee, healthcare, child care, community, school, and worksite). Statistical testing for differences between 2010 and 2011 was not conducted because of the low 2011 response rate (see below), and reported results are descriptive. Any qualitatively-based responses were categorized by theme by ONF staff and the themes are reported.

RESULTS

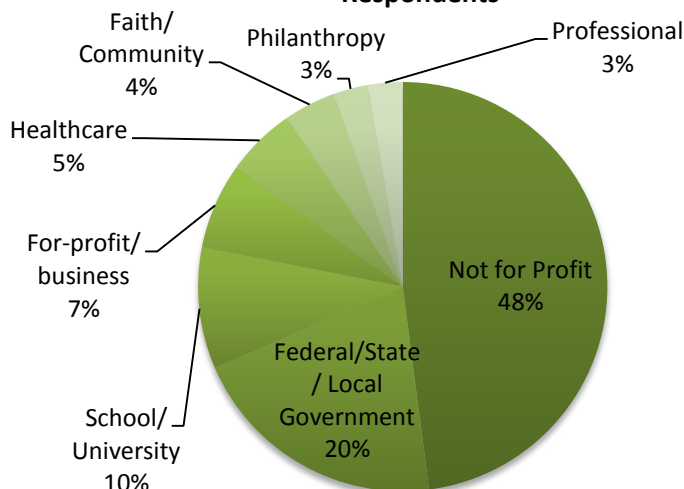
Overall, the link to complete the partnership survey was sent to 347 individuals, representing 160 partner organizations. Twenty-four percent of individual partners (n=83) responded to the survey (72 completed the survey, 11 partially complete). The response rate is significantly lower than that of the 2010 assessment, in which 73 percent of partners responded to the survey (Table 1). It is important to note that because of the low response rate, the results of this survey may not be representative of the partnership.

Table 1: Comparison of 2010 and 2011 Response Rates

	2010	2011
Number of partners emailed	165	347
Number of partners responded	121	83
Response rate	73%	24%

Respondents represent a vast array of sectors and agencies. Nearly 50 percent (48 percent) of responding individuals represent not for profit agencies. One fifth (20 percent) represent federal, state, or local government agencies. Organization representatives from schools and universities represent ten percent of respondents (Figure 1).

Figure 1: Type of Agency Represented by Respondents



ShapingNJ is organized into five setting workgroups and the Executive and Sustainability Committee (E&S), which provides governance to the partnership. Partners can participate in multiple groups and in most instances, all members of E&S participate in workgroups. For the purposes of this survey, respondents were asked to identify all groups in which they participate. A list of these groups and the number of

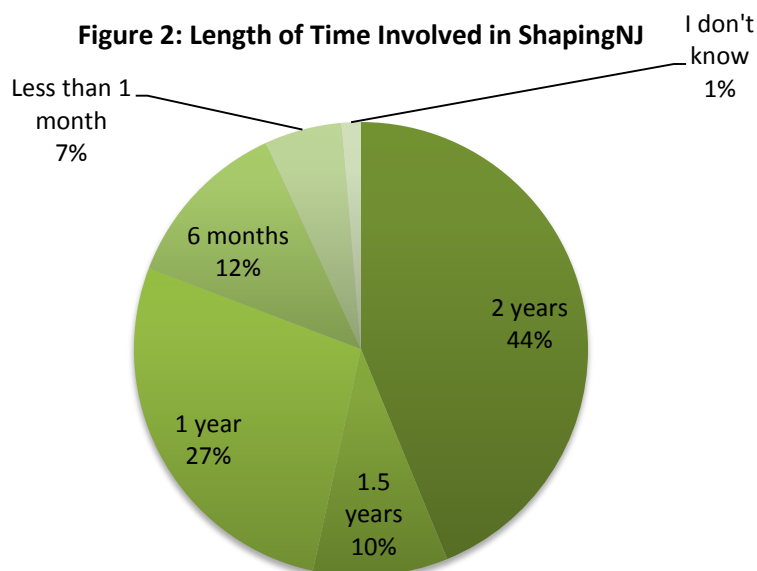
respondents that identified being a member of the groups can be seen in Table 2. Fourteen respondents indicated they do not participate in any workgroups.

Table 2: Respondent Workgroup Membership

Workgroup	Number
Executive & Sustainability	13
Schools	18
Community	24
Child Care	14
Healthcare	14
Worksite/Business	5

Nearly half of respondents (44 percent) reported being involved with **ShapingNJ** since its inception two years ago. Ten percent have been involved for 18 months and another 27 percent have been involved for at least a year. As seen in Figure 2, 18 percent of respondents have been members of **ShapingNJ** for less than a year.

Figure 2: Length of Time Involved in ShapingNJ



Wilder Collaboration Inventory

Environment

Characteristics of both the social and physical environment impact a collaborative. These factors which are considered to positively impact a collaborative are articulated as 1) history of collaboration or cooperation, 2) collaborative group seen as legitimate leader in the community, and 3) favorable political and social climate. The average overall score for 2010 and 2011 along with the average score across **ShapingNJ** workgroups from 2011 is presented in Table 3.

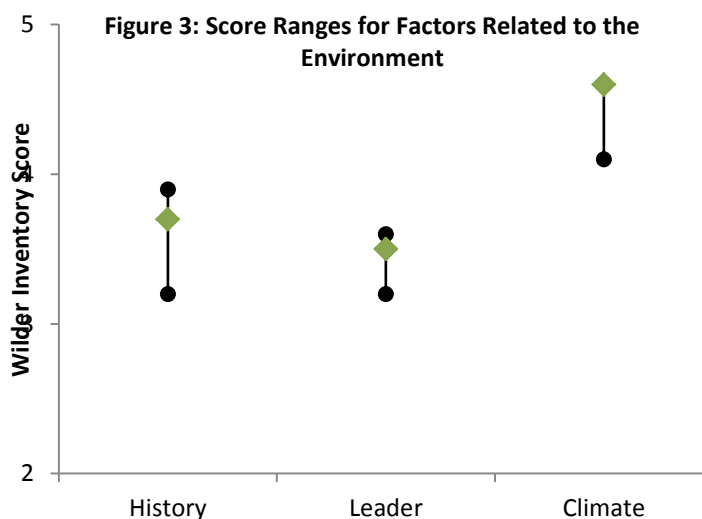
Table 3: Factors Related to the Environment

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
History of collaboration or cooperation	3.0	3.5	3.3	3.9	3.7	3.5	3.2	3.3	3.4
Group seen as legitimate leader in the community	3.3	3.5	3.5	3.5	3.5	3.6	3.5	3.2	3.5
Favorable political and social climate	4.1	4.3	4.3	4.2	4.6	4.2	4.1	4.3	4.6

Of those factors related to the environment, a “favorable political and social climate” is rated the strongest factor with a score of 4.3. This score is higher than 2010 and represents a strength of the partnership as a whole. Further, the average score for the political and social climate in the workgroups ranges from 4.1 in Schools to 4.6 in Healthcare and among those respondents who do not participate in workgroups (Figure 3).

History of collaboration and the community’s perception of **ShapingNJ**

as a legitimate leader are weaker factors in the environment as compared to the climate. Both of these factors fall in the borderline category with a score of 3.5 and the range of average scores for these two factors in the workgroups also fall in the borderline category (Figure 3), indicating that some attention could be paid to these areas to determine what, if any, improvements can be made. It is noteworthy that the scores for the history of collaboration and community perceptions are both higher in 2011 than



in 2010. This increase suggests **ShapingNJ** may be improving collaborations among related organizations in NJ and may be gaining a positive reputation as a leader in statewide obesity prevention efforts.

Membership

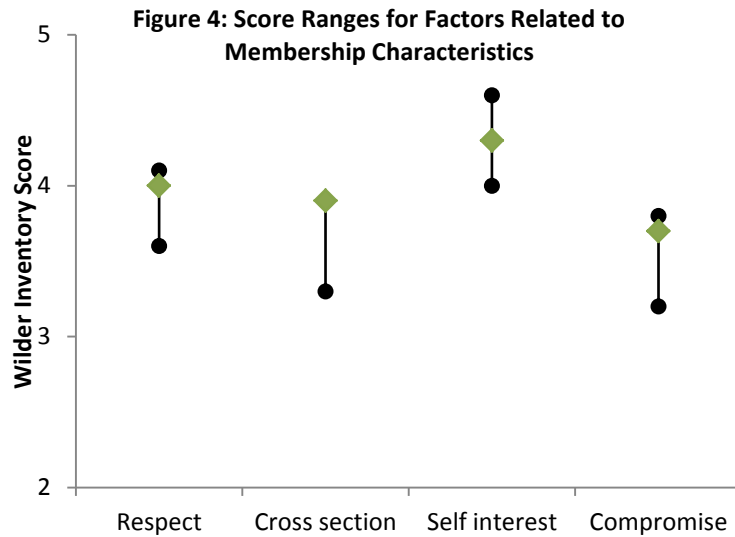
The behavior, values, and affiliations of members as well as the relationships between members impact how a collaborative functions. Four specific factors are considered to positively impact a collaborative: 1) mutual respect, understanding, and trust, 2) appropriate cross section of members, 3) members see collaboration as in their self-interest, and 4) ability to compromise.

Table 4: Factors Related to Membership Characteristics

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
Mutual respect, understanding, and trust	3.7	3.8	3.8	3.9	4.0	3.7	3.8	4.1	3.6
Appropriate cross section of members	3.4	3.5	3.3	3.6	3.9	3.6	3.4	3.8	3.5
Members see collaboration as in their self-interest	4.0	4.2	4.3	4.4	4.3	4.0	4.3	4.6	4.3
Ability to compromise	3.5	3.6	3.7	3.4	3.7	3.5	3.6	3.8	3.2

All factors related to membership characteristics show a slight improvement from 2010 indicating that some strengthening occurred during the past year (Table 4). As indicated by the average scores of the respondents, the strongest membership characteristic for the partnership overall and among all workgroups is “members see collaboration as in their self-interest.” Partners strongly agree or agree that their organization will benefit from being involved with **ShapingNJ**.

The remaining three factors fall in the borderline category and indicate that these factors could be discussed in the partnership and in the workgroups to determine if action should be taken to improve them. In particular, ensuring **ShapingNJ** has an “appropriate cross section of members” and that these members are able to compromise are the two lowest scoring factors in the partnership and in all workgroups in this category for the second consecutive year (Figure 4). Continuing to identify key organizations that are not yet part of **ShapingNJ**, engaging those partners who may not be as visible in the partnership, and facilitating more collaborative decision-making and compromise on aspects of the project may be potential strategies adopted by the partnership and workgroups to strengthen these factors.



Process and Structure

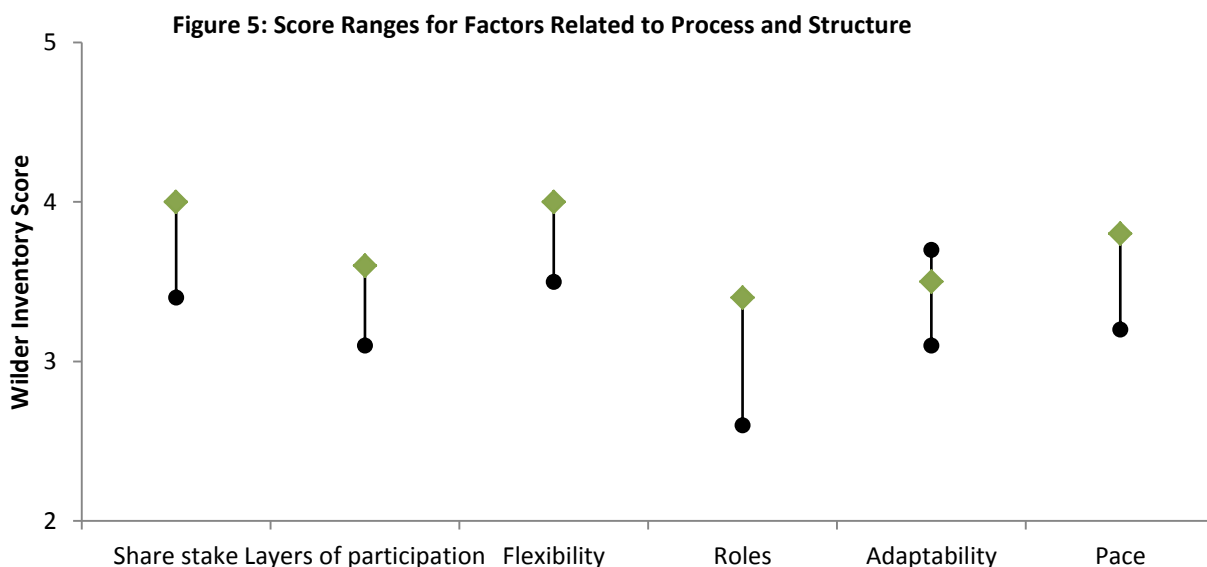
The extent to which members of the collaborative are committed to the partnership, are involved in the work, participate in the decision-making, and are willing to adapt and try novel ideas facilitate the process and structure of a collaborative. Six factors are of particular interest: 1) members share a stake in process and outcome, 2) multiple layers of participation, 3) flexibility, 4) development of clear roles and policy guidelines, 5) adaptability, and 6) appropriate pace of development.

Table 5: Factors Related to the Process and Structure

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
Members share a stake in both process and outcome	3.8	3.7	3.9	3.5	4.0	3.7	3.8	3.5	3.4
Multiple layers of participation	3.2	3.3	3.2	3.5	3.6	3.3	3.1	3.4	3.1
Flexibility	3.8	3.7	3.9	3.5	4.0	3.8	3.8	3.7	3.5
Development of clear roles and policy guidelines	3.5	3.2	2.8	3.4	3.4	3.4	3.0	2.6	3.0
Adaptability	3.4	3.6	3.7	3.5	3.5	3.7	3.5	3.1	3.5
Appropriate pace of development	3.5	3.5	3.7	3.4	3.8	3.5	3.6	3.2	3.2

Similar to 2010, the average scores for all factors related to the process and structure of **ShapingNJ** fall between 3.0 and 3.9, suggesting that they may be examined by the partnership to determine what action, if any, should be taken to improve them (Table 5). “Members share a stake in both process and outcome” and “flexibility” are the highest scoring factors at 3.7. Interestingly, both of these factors slightly decreased from 2010. It may be helpful to explore this decrease with partners to determine the impact of the transition from planning to implementation on the factors. Moreover, partners may be able to help identify the amount of time and the commitment they are willing to invest in the partnership. It is important for the partnership to make efforts to ensure that partners are open to discussing different options and approaches when making decisions and engaging in the work.

The two weakest factors in the process and structure of **ShapingNJ** are “multiple layers of participation” and “development of clear roles and policy guidelines.” Although slightly higher than 2010, the average score for multi-layered participation fall in the lower end of the borderline category and imply that the process of partners bringing information back to their organizations and representing all sectors of their organization may need to be investigated and improved. The largest decrease in the average score in the inventory – from 3.5 in 2010 to 3.2 in 2011 - is the partners’ perceptions of roles and policy guidelines. **ShapingNJ** partners are less likely this year than last year to feel they have a clear sense of their roles and responsibilities and that there is a clear process for making decisions. It is important to note that this decrease accompanies the transition of **ShapingNJ** from planning the work of the partnership to implementing the work. The range of scores among the workgroups indicates that this is an area for improvement across all workgroups and a particular weakness for the E&S Committee and the worksite workgroup (Figure 5). That clear roles and policy guidelines are a weakness for the E&S Committee is particularly concerning given the governance and decision-making capacity of the committee. The E&S Committee should convene around this topic to delineate their roles and articulate a process for making decisions.



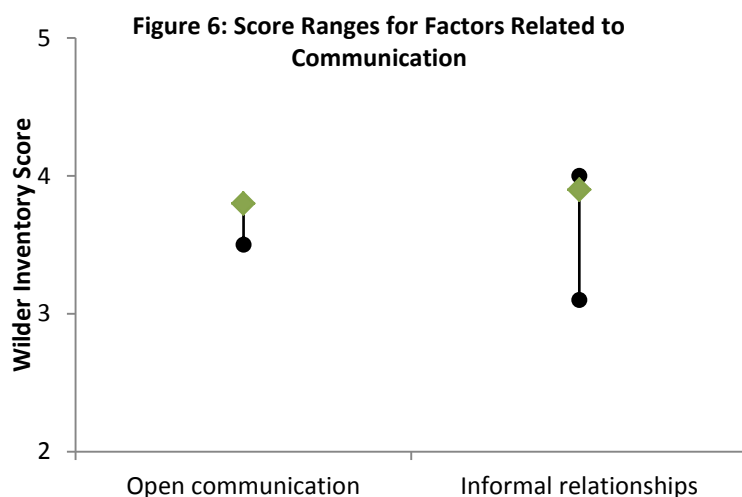
Communication

Open and frequent communication between partners along with opportunities for informal relationships and communication links are the two main factors that influence communication in a collaborative.

Table 6: Factors Related to Communication

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
Open and frequent communication	3.8	3.6	3.7	3.6	3.8	3.7	3.6	3.5	3.5
Established informal relationships and communication links	3.7	3.6	4.0	3.5	3.9	3.7	3.8	3.1	3.4

The average scores for the two factors related to communication both decreased from 2010 to 2011, though the factors remain in the borderline category at 3.6 (Table 6). The average scores for “open and



frequent communication” in the workgroups were very similar – ranging from 3.5 to 3.8, suggesting that open communication between partners, keeping them informed as often as necessary, along with effective communication between ONF staff and partners are fairly consistent across these groups even if there is room for improvement. Average scores for establishing “informal relationships and communication links,” however,

ranged widely among the workgroups - 3.1 in the worksite workgroup to 4.0 the E&S Committee (Figure 6). Interestingly, those workgroups that had higher scores for this factor meet most frequently as compared to those workgroups with the lowest scores. It is likely that formal meetings and events bring partners together and facilitate the development of informal relationships and conversations between partners.

Purpose

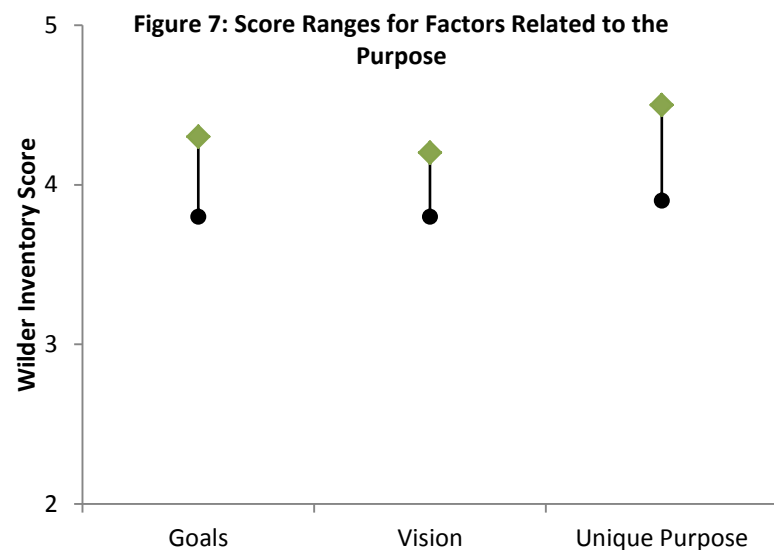
Shared understanding of the goals and accomplishments of a collaborative, dedication among members, and a belief in the uniqueness and necessity of the collaborative characterize the purpose of a collaborative. Three main factors are measured: 1) concrete, attainable goals and objectives, 2) shared vision, and 3) unique purpose.

Table 7: Factors Related to the Purpose

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
Concrete, attainable goals and objectives	3.9	4.0	3.8	4.0	4.3	3.9	4.0	3.8	4.0
Shared vision	3.9	4.0	3.8	4.1	4.2	3.8	3.9	4.1	3.9
Unique purpose	4.1	4.1	4.1	3.9	4.5	4.0	4.1	4.5	4.2

The purpose is the highest overall category in the **ShapingNJ** partnership. Slightly higher average scores in two of the three factors result in all of the factors being strengths of **ShapingNJ** (Table 7). “Concrete, attainable goals and objectives” and a “shared vision” both increased from 3.9 in 2010 to 4.0 in 2011 and the range of workgroup averages is fairly small - from 3.8 to 4.3 and from 3.8 to 4.2, respectively (Figure 7). It is clear that partners have a clear understanding of the goals of

ShapingNJ and believe these goals are reasonable. Further, the partners feel solidarity with one another such that they share a dedication to the success of obesity prevention through **ShapingNJ**. That **ShapingNJ** has a “unique purpose” continues to be a strength of the partnership. With the exception of the child care workgroup, this factor is a strength in all of the workgroups as well as the partnership as a whole. Partners recognize that they need one another to effectively and successfully accomplish obesity prevention in New Jersey. Given the continued strength of **ShapingNJ**’s purpose, it may be useful to use the solidarity and shared vision among the partners as a catalyst to strengthen other factors that are less strong.



Resources

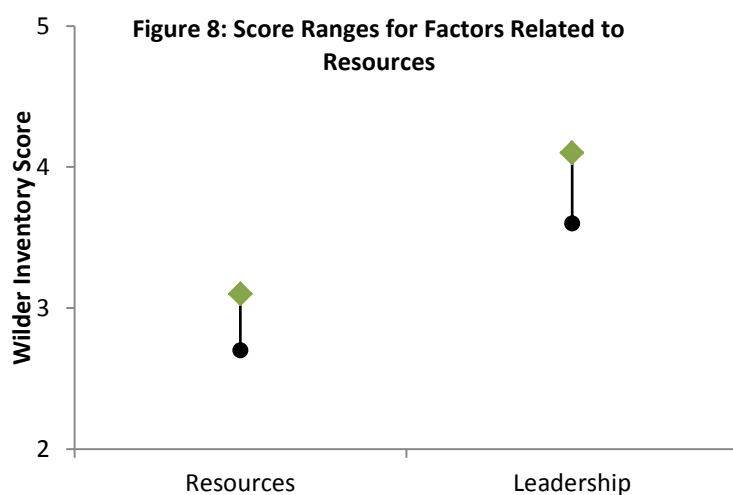
The resources added to a collaborative impact the structure and function of it. Resources include 1) sufficient funds, staff, materials, and time, and 2) skilled leadership.

Table 8: Factors Related to Resources

Factor	2010 Total	Total	E&S	Child Care	Healthcare	Community	School	Worksite	Do not participate
Sufficient funds, staff, materials, and time	2.9	2.9	2.9	2.7	3.1	2.7	2.8	2.8	3.1
Skilled leadership	4.0	3.9	4.1	3.8	4.1	4.1	3.6	3.8	4.0

Overall, the resources of **ShapingNJ** require discussion in the partnership. “Sufficient funds, staff, materials, and time” is an area of continued weakness in the partnership. Partners feel **ShapingNJ** lacks adequate funds and personnel to accomplish its goals. That the average score remained the same between 2010 and 2011 highlights that resources remained consistent at their lower than ideal levels (Table 8). It will be critical to monitor the funding and manpower of **ShapingNJ** over the coming year as the Communities Putting Prevention to Work: State and Territorial Initiative funding ends and budget cuts across all sectors are put into place.

Although funding and personnel are problematic to responding partners, “skilled leadership” seems to be an area of strength for **ShapingNJ**. Although the average score in the partnership decreased from 4.0 in 2010 to 3.9 in 2011, the score falls in the higher end of the borderline category and suggests that partners feel the leaders of **ShapingNJ** have the skills to effectively work with the organizations and individuals that make up the partnership. The range of workgroup average scores shows that for the



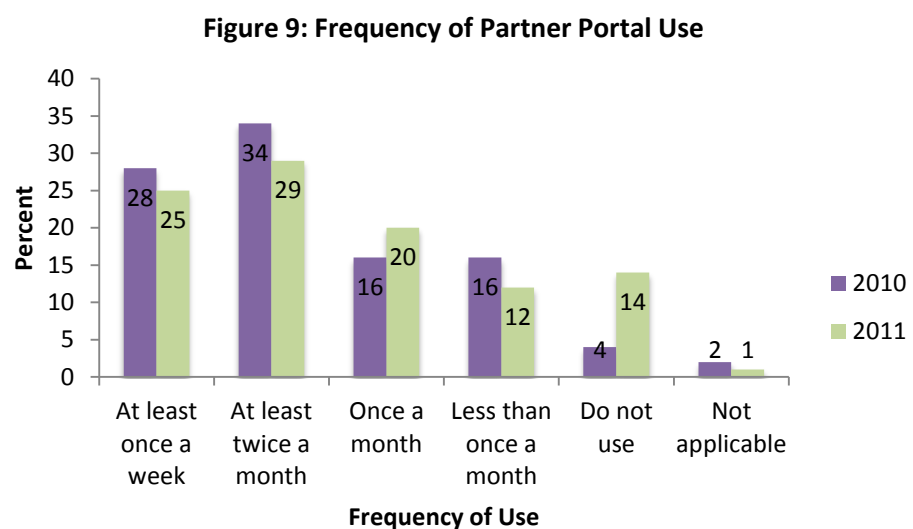
E&S Committee, healthcare and community workgroups, and among those that do not participate in workgroups, leadership is a strength of the partnership (Figure 8). It is important to note that at the time of the survey, the school workgroup experienced a transition in leadership as the ONF staff person who coordinated the workgroup changed hands.

ShapingNJ Portal and Website Use

Beginning in 2009, **ShapingNJ** created a web-based portal to facilitate communication and sharing of resources between partners and ONF staff. As organizations join **ShapingNJ**, the contact person is added to the portal. Meeting materials, tool kits, presentations, and a variety of other information is available to partners through the portal. In addition, partners may interact with one another through discussion boards, polls, posting resources, and emails. The portal may be accessed using the **ShapingNJ** website, which 95 percent of respondents visited.

Based on respondents self-report, portal use by partners and the frequency of which they use the portal declined from 2010 to 2011 (Figure 9). In 2010, only four percent of responding partners indicated they did not use the portal.

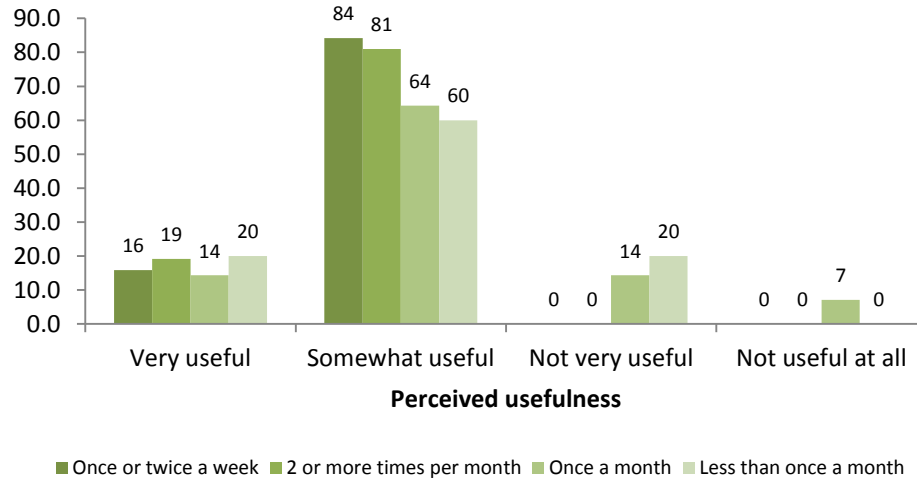
This figure more than tripled in 2011 with 14 percent of responding partners reporting that they do not use the portal. The percentage of partners who reported using the portal at least once a week decreased from 28 percent in 2010 to 25 percent in 2011. A similar decrease is



seen in the percentage of partners who use the portal at least twice a month – 34 percent in 2010 to 29 percent in 2011.

Despite decreased use of the portal, those partners who use the portal find the portal to be useful. Nearly 85 percent of partners who use the portal report that it is “very useful” (15 percent) or “somewhat useful” (69 percent). Only five percent find the portal “not very useful” and an even fewer proportion (2 percent) find it to be “not useful at all.” Nine percent of respondents who use the portal declined to respond. Partners who find the portal to be less useful (“not very useful” or “not useful at all”) are more likely to use the portal once a month or less than once a month (Figure 10). Interestingly, partners who use the portal most frequently are more likely to find the portal to be “somewhat useful” (84 percent) than “very useful” (16 percent), “not very useful” (0 percent), and “not very useful at all” (0 percent). These results suggest that the frequency of partner use of the portal may not indicate how useful they find the information and resources on the portal.

Figure 10: Frequency of Portal Use and Perceived Usefulness

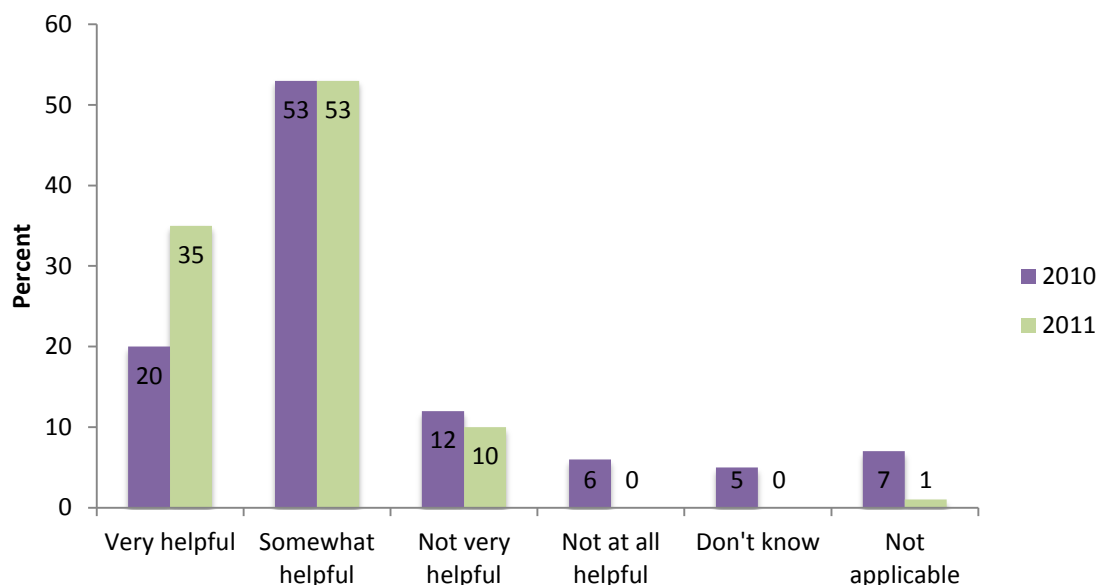


Benefits of **ShapingNJ**

Participation in Partnership

In addition to questions about the structure and function of **ShapingNJ** and its resources, partners were asked about how their participation in **ShapingNJ** impacted their organization's work. In comparison to 2010, respondents are more likely to feel that participating in **ShapingNJ** is helpful to their work and less likely to feel that participating is unhelpful (Figure 11). More than four-fifths of respondents indicated that participating in **ShapingNJ** is very helpful (35 percent); almost double the proportion from 2010 (20 percent). Half of respondents in both 2010 and 2011 indicate that their participation is "somewhat helpful" to their organization's work related to obesity prevention (53 percent). Only ten percent indicated that it was "not very helpful," a decrease from 12 percent in 2010. No respondents perceived their participation to be "not at all helpful;" also a decrease from six percent in 2010.

Figure 11: Helpfulness of Participating in *ShapingNJ*



Those ***ShapingNJ*** partners who responded to the survey provided a wide variety of examples illustrating how participating in ***ShapingNJ*** was helpful to their organization’s work (see Appendix B for a complete list). Overwhelmingly, networking, developing relationships and new partnerships, and collaboration were the main benefits of participating in ***ShapingNJ***. Other frequently mentioned benefits included:

- Sharing information and resources about projects and data
- Funding opportunities
- Training opportunities
- Increased communication and messaging among partners

Respondents who thought participating in ***ShapingNJ*** was not helpful to their work cited a variety of reasons. These included a lack of resources, a lack of support from their organization, their organization does not do much obesity-related work, too policy driven and they do not know how to get involved on a committee. Another respondent highlighted a funding issue:

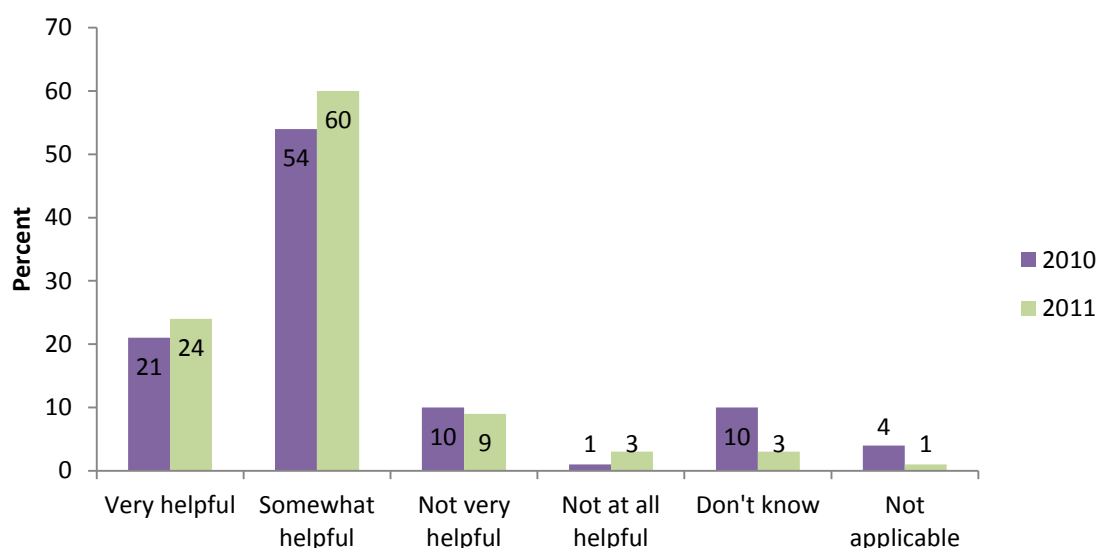
*My organization had an obesity prevention project in place prior to ***ShapingNJ***. Being a partner with ***ShapingNJ*** has not increased funding opportunities. My involvement with ***ShapingNJ*** has become cumbersome. The partnership is one-sided with ***ShapingNJ*** benefiting from the work and resources without reciprocal support.*

Benefits of Strategies

Similar to their perceptions about their participation in ***ShapingNJ***, respondents are more likely to find the ***ShapingNJ*** strategies to be helpful in their work than in 2010 (Figure 12). Nearly one of every four respondents (24 percent) reported that the ***ShapingNJ*** strategies for preventing obesity are “very helpful” to their organization’s current or future work as compared to 21 percent in 2010. An increase

was also seen in the proportion of respondents who viewed the strategies to be “somewhat helpful” to their work: 54 percent in 2010 and 60 percent in 2011. Nine percent of respondents in 2011 indicated that the strategies are “not very helpful” to their work and three percent believed them to be “not at all helpful,” which is a slight increase from 2010.

Figure 12: Helpfulness of *ShapingNJ* Strategies



Among those respondents who perceived the ***ShapingNJ*** strategies to be helpful to their organization’s work, several themes emerged as to how the strategies shape partner work (Appendix C). First, partners use the strategies to guide their organization’s priority and goal setting as well as for training and strategic planning. Similarly, many partners described using the strategies to help develop and implement their programs. Third, partners reported using the strategies to help leverage funding for projects. Other common ways respondents found the strategies to be helpful include:

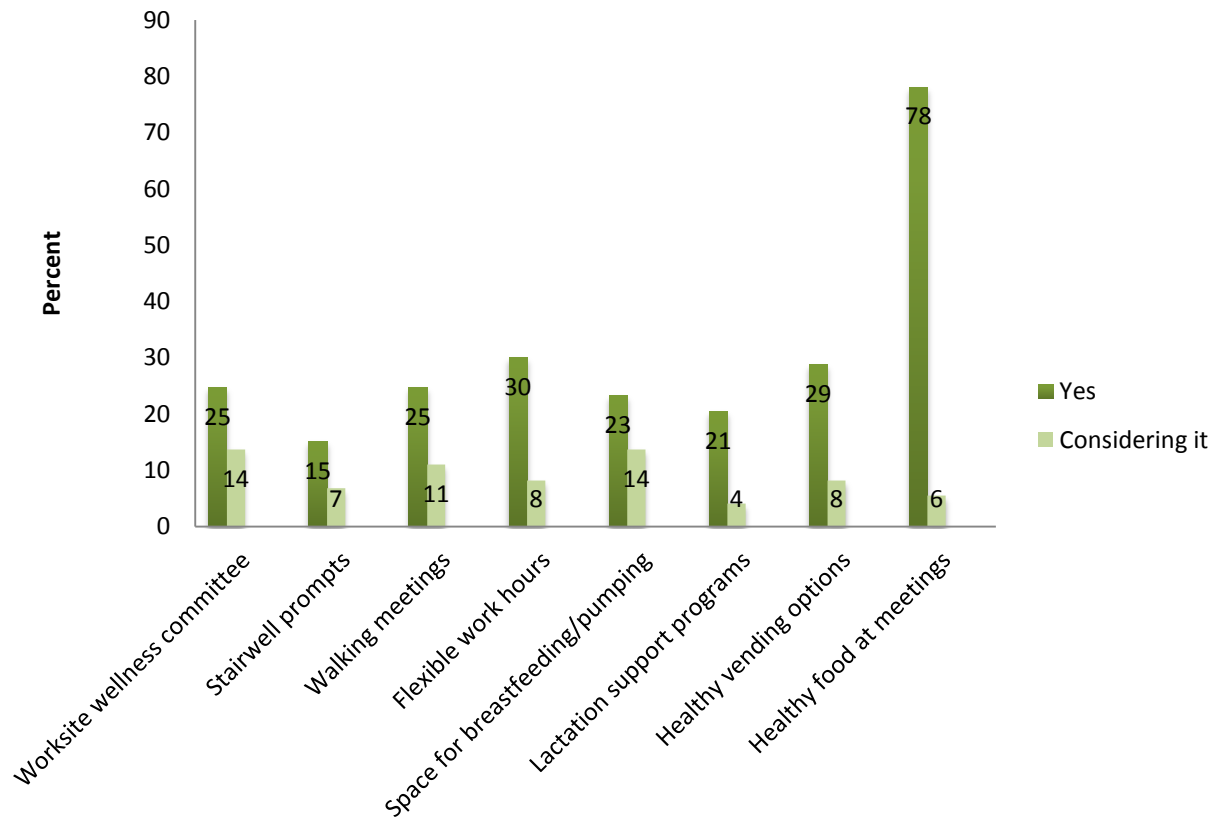
- Provide greater awareness toward obesity prevention
- Use collaborative thinking models
- Strategy areas help support on-going work

Respondents were asked about the extent to which they implement the ***ShapingNJ*** worksite and community strategies, given that all partners are employed in a worksite and live in a community. Of the eight strategies and activities to be implemented in the worksite, the only activity the majority of partners implemented is to serve healthy food at meetings (78 percent) (Figure 13). The other most frequently implemented worksite strategies and activities include:

- providing flexible work hours to allow for physical activity during the day (30 percent),
- offering low-cost healthful food options in vending machines, snack bars, cafeterias, and break rooms (29 percent),
- convening a worksite wellness committee (25 percent), and
- convening walking meetings (25 percent).

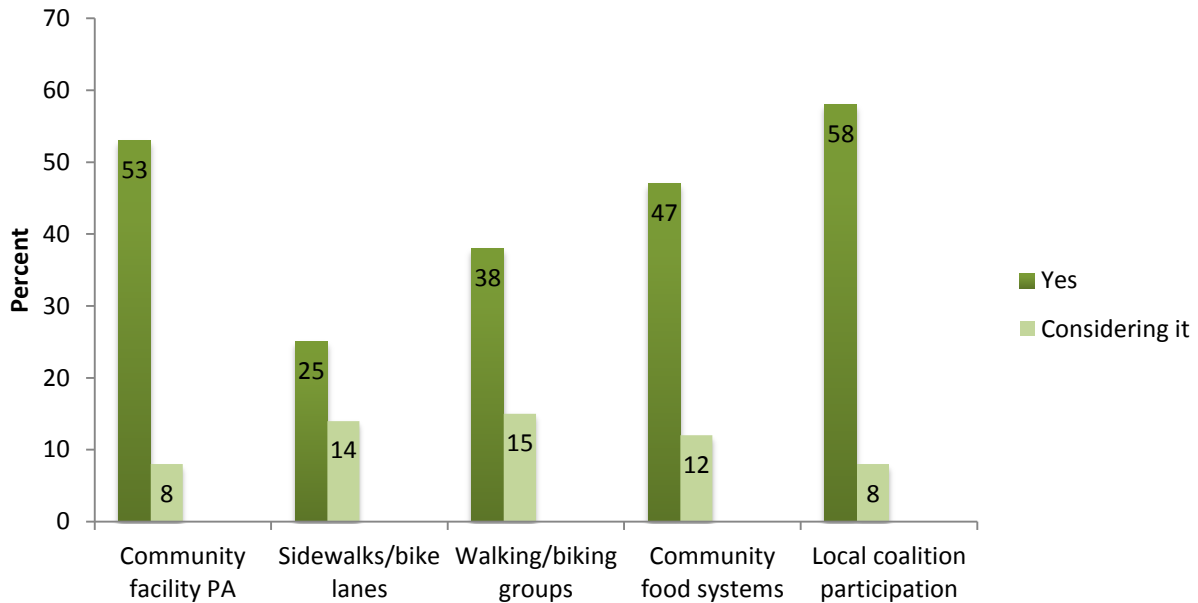
Convening worksite wellness committees (14 percent) and designating a space for use by women who are breastfeeding or pumping milk (14 percent) are the most frequently mentioned activities that partner organizations are considering for implementation. Of note, most respondents indicated that their organization has not implemented these activities nor are considering implementing them.

Figure 13: Partners Implementation of Worksite Strategies



Respondents are implementing community strategies to a greater extent than worksite strategies. A majority of respondents indicated that they participate in a local coalition that plans or advocates for healthy changes (58 percent) and that they participate in or facilitate physical activities at community facilities such as parks, athletic fields, and gyms (53 percent) (Figure 14). Nearly half of respondents (47 percent) participate in or sponsor community gardens, farmer's markets, community supported agriculture or similar. Of the community strategies examined, respondents are least likely to be involved in advocacy around requesting sidewalks, bike lanes, or bike racks from local governments and business (25 percent).

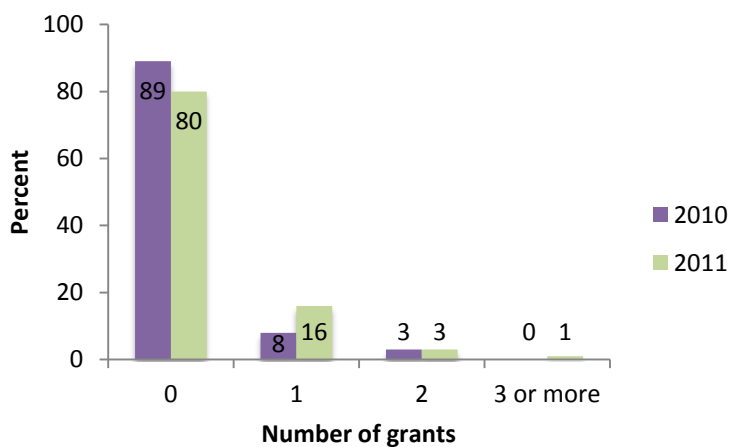
Figure 14: Partner Implementation of Community Strategies



Grants Received

More than one-fifth of respondents reported applying for or obtaining funding because of their participation in **ShapingNJ**. While the majority of respondents (80 percent) did not receive any grants, 16 percent applied for or obtained one grant and three percent applied for or obtained 2 grants. One

Figure 15: Grants Received or Applied for by Partners

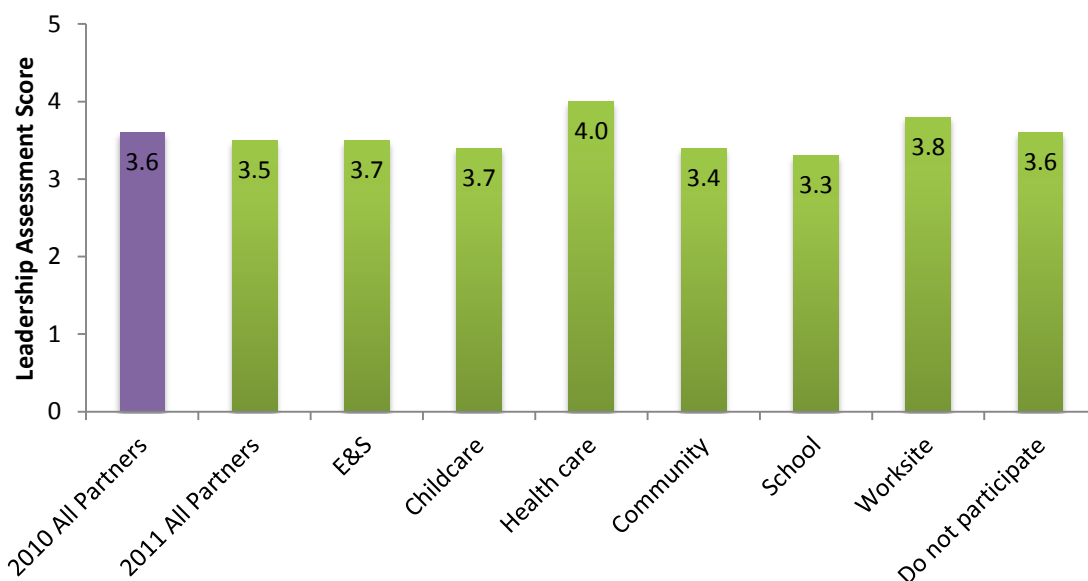


percent of respondents indicated that they applied for or obtained three or more grants because of their participation in the **ShapingNJ** partnership. As compared to 2010, a greater proportion of partners received or applied for grants because of their role in the partnership (Figure 15). The funding sources for these additional grants included state and county agencies, private foundations and businesses, and philanthropic organizations.

Leadership Assessment

Partners completed a series of questions related to ONF's leadership of **ShapingNJ**. Overall, the average leadership assessment score decreased slightly from 3.6 in 2010 to 3.5 in 2011 (Figure 16). In the workgroups, the average score ranged from a low of 3.3 in the school workgroup to a high of 4.0 in the healthcare workgroup. These scores fall in the upper region of the "work zone" and, along with the small decrease in the average score, indicates that ONF's leadership of **ShapingNJ** could be improved. These results corroborate those from the Wilder Inventory above – that "skilled leadership" is an area that could be discussed by the partnership to determine how to best improve it. Similar to the Wilder Inventory, leadership scores in the school workgroup are the lowest among workgroups. As mentioned earlier, at the time of the survey, the school workgroup experienced a transition in leadership as the ONF staff person who coordinated the workgroup changed.

Figure 16: ONF Leadership Assessment Scores



DISCUSSION AND RECOMMENDATIONS

The New Jersey Office of Nutrition & Fitness conducted the second annual **ShapingNJ** partnership assessment to examine how the partnership is functioning, to identify areas of strength, and to determine areas to be improved.

Only 24 percent of organization representatives completed the survey and as a result, the results of this survey cannot be generalized to all partners and the partnership as a whole. The low response rate, particularly as compared to the 73 percent response rate in 2010 may be explained by three key factors. First, in 2010, ONF contracted with CSHP to administer the survey. Although effort was taken to ensure the 2011 instrument and methodology was similar to that of 2010, differences occurred. The main

difference was the amount of follow-up to survey non-responders. More time, effort, and communication was devoted to reminding partners to complete the survey in 2010 than in 2011. Secondly, the email list of partners used to email the survey link varied in 2011 from 2010. **ShapingNJ** expanded its membership rapidly during the past year and the number of partner key contacts expanded to best suit the needs of the partner organizations and **ShapingNJ**. As a result, multiple individuals who are involved in the partnership in varying capacities at partner organizations may have received the link. Finally, the partnership assessment is the third partnership-wide survey conducted during the past year. Partners may be experiencing survey fatigue and thus, refrained from responding to yet another survey. Despite these limitations, the information gleaned from the data can be used to get a pulse on the partnership and identify those areas of strength and weakness that responding partners identified. *For future iterations of this assessment, increased effort through personal emails or phone calls should be taken to follow-up with survey non-respondents.*

Overall, the **ShapingNJ** partnership is functioning well. The majority of Wilder Collaboration Factors scores were in the mid to upper region of the borderline category or in the strength category, indicating that the partnership is fairly strong and has the ability to further strengthen. Partners strongly feel **ShapingNJ** has concrete, attainable goals that all partners share and that it has a unique role in obesity prevention in NJ. Other specific strengths of the partnership include operating in a favorable political and social climate for obesity prevention work and that the partners see **ShapingNJ** as in their own self-interest.

From 2010 to 2011, factors related to the environment, membership characteristics, and purpose strengthened as well as the extent to which partners found their participation in **ShapingNJ** to be helpful to their work. It is likely that these improvements are linked. As partners increasingly perceive **ShapingNJ** to be a leader in the state, in a favorable climate for obesity prevention work, with members who trust each other and are interested with a common goal, it is likely that participating in the partnership provides partners with additional benefits that are helpful to their daily work. These benefits include networking and developing relationships, sharing information and resources about projects and data, and funding opportunities.

Factors related to the process and structure weakened from 2010 to 2011. In particular, partners disagree that there are clear roles and policy guidelines in **ShapingNJ**. This is also a weakness in the E&S Committee. This decrease may be a result from the partnership's general transition from planning to implementation during the past year. As the focus of the work changes, the partner roles also change and some of these roles are still being developed. It is likely that as more projects are implemented in schools, communities, and other settings, there will be more specific roles for those partners who wish to be involved. *It is recommended that these results are shared with the E&S Committee to discuss their perceptions of their current and future roles in the partnership as well as how to best articulate roles for other partners.* These roles may include implementing strategies in partners' worksites, a task in which few partners are engaged. Also, some partners may not wish to be actively involved but rather be informed about the projects and outcomes of the partnership. Creating a space for these partners will be important over the coming year.

The 2011 results also show slight decreases in factors related to communication. Results suggest that formal meetings and events bring partners together and facilitate the development of informal relationships and conversations between partners. *Semi-regular virtual or in-person meetings should be scheduled to enable partners to learn about the partnership's projects and achievements as well as for partners to network with each other.* One potential space for this interaction is the **ShapingNJ** portal. Although portal use decreased from 2010 to 2011, partners still report the portal is useful to them. *Given that the portal is mostly used for storing documents, it may worthwhile to investigate using the discussion boards, polls, and other more interactive features to foster communication among the partners.*

Finally, leadership is a critical factor to the success of any partnership. Results indicate the **ShapingNJ** leadership is adequate, but further improvements can be made. *Efforts should be made to ensure that the perspectives, resources, and skills of partners are better combined in the partnership and that any conflicts are resolved. Because adequate resources are a weakness for **ShapingNJ**, it is important for the leadership to encourage creative problem solving while continuing to empower partners to continue their work in obesity prevention.*

Survey Information

This survey is an effort by the New Jersey Office of Nutrition & Fitness (ONF) to assess the ShapingNJ partnership and identify areas of strength and weakness.

The purpose of this survey is to elicit your feedback about ShapingNJ's structure and function. We want to hear your thoughts about how to improve the partnership to meet your needs. These are your opinions and there are no right or wrong answers.

The survey will take approximately 15 minutes. It is completely voluntary and your responses are anonymous. The Executive & Sustainability Committee for ShapingNJ and ONF staff will review the aggregated results of the survey and make recommendations for changes to strengthen ShapingNJ.

If you have any questions about the survey or wish to see the results of the survey, please contact the Office of Nutrition & Fitness at (609) 292-2209 or at shapingnj.onf@doh.state.nj.us.

Thank you in advance for your input about ShapingNJ

ShapingNJ Environment

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements? For the purposes of this survey, community may refer to the statewide community and/or the local community.

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
Agencies and organizations in our community have a history or working together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trying to solve problems through collaboration has been common in this community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leaders in this community who are not part of ShapingNJ seem hopeful about what we can accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others (in this community) who are not a part of ShapingNJ would generally agree that the organizations involved in ShapingNJ are the "right" organizations to do the work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The political and social climate seems to be "right" for a partnership like ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The time is right for ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Membership Characteristics

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
People involved in ShapingNJ always trust one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a lot of respect for the other people involved in ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people involved in ShapingNJ represent a cross section of those who have a stake in what we are trying to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All the organizations that we need to be members of ShapingNJ have become members of the group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization will benefit from being involved in ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
People involved in ShapingNJ are willing to compromise on important aspects of our project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Process and Structure

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
The organizations that belong to ShapingNJ invest the right amount of time in our collaborative efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everyone who is a member of ShapingNJ wants this project to succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The level of commitment among the collaboration participants is high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When ShapingNJ makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Each of the people who participate in decisions in ShapingNJ can speak for the entire organization they represent, not just a part.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a lot of flexibility when decisions are made; people are open to discussing different options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Process and Structure

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
People in ShapingNJ are open to different approaches to how we can do our work. They are willing to consider different ways of working.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in ShapingNJ have a clear sense of their roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a clear process for making decisions among the partners in ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ShapingNJ is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ShapingNJ has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ShapingNJ has tried to take on the right amount of work at the right pace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
People in ShapingNJ communicate openly with one another.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am informed as often as I should be about what goes on in the collaboration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people who lead ShapingNJ communicate well with the members.	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication among the people in ShapingNJ happens both at formal meetings and in informal ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I personally have informal conversations about the project with others who are involved in ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Purpose

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
I have a clear understanding of what ShapingNJ is trying to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in ShapingNJ know and understand our goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in ShapingNJ have established reasonable goals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people in ShapingNJ are dedicated to the idea that we can make this project work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My ideas about what we want to accomplish seem to be the same as the ideas of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What we are trying to accomplish with ShapingNJ would be difficult for any single organization to accomplish by itself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No other organization in the community is trying to do exactly what we are trying to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Resources

Please read each statement carefully and click on the circle that indicates how much you agree or disagree with each statement.

If you feel you don't know how to answer an item, or if you don't have an opinion, click on the "neutral" response.

If you feel that your opinion lies between two responses, pick the one to the left.

To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neutral, No opinion	Disagree	Strongly Disagree
ShapingNJ has adequate funds to do what it wants to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ShapingNJ has adequate "people power" to do what it wants to accomplish.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The people in leadership positions for ShapingNJ have good skills for working with other people and organizations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organization has been actively involved in ShapingNJ.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Use of Resources

The next few questions ask about your use and opinion of the ShapingNJ portal (Board Effect) and our website.

How often do you use the ShapingNJ Web portal (BoardEffect)?

- ☐ Everyday
- ☐ 2 or more times a week
- ☐ Once a week
- ☐ 2 or more times per month
- ☐ Once a month
- ☐ Less than once a month
- ☐ Do not use
- ☐ Not applicable

Use of Resources

How useful do you find the ShapingNJ Web portal (BoardEffect)?

- ☐ Very useful
- ☐ Somewhat useful
- ☐ Not very useful
- ☐ Not useful at all
- ☐ Not applicable

Have you ever visited the ShapingNJ website (www.shapingnj.gov)?

- ☐ Yes
- ☐ No

Benefits of Participating in ShapingNJ

In this section of the survey, we are seeking to find out how being a member in ShapingNJ has been helpful to you.

To what extent has your **PARTICIPATION** in ShapingNJ been helpful to your organization's work related to obesity prevention?

- ☐ Very helpful
- ☐ Somewhat helpful
- ☐ Not very helpful
- ☐ Not at all helpful
- ☐ Don't know
- ☐ Not applicable

Benefits of Participating in ShapingNJ

Please indicate up to three ways in which your PARTICIPATION in ShapingNJ influenced your organization's work as it relates to obesity prevention? For example, describe any new partnerships, collaborations, or funding opportunities that may have resulted because of your involvement with ShapingNJ.

1:

2:

3:

Benefits of Participating in ShapingNJ

Why do you think participation in ShapingNJ has NOT been helpful to your organization's obesity prevention work?

- ☐ My organization does not do much obesity-related work
- ☐ Not relevant to my organization's mission
- ☐ Lack of resources
- ☐ Lack of support from my organization
- ☐ Not applicable
- ☐ Other (please specify)

ShapingNJ Strategies

To what extent have the ShapingNJ STRATEGIES for preventing obesity been helpful to your organization's current or future work?

- ☐ Very helpful
- ☐ Somewhat helpful
- ☐ Not very helpful
- ☐ Not at all helpful
- ☐ Don't know
- ☐ Not applicable

ShapingNJ Strategies

Please indicate up to three ways in which the ShapingNJ STRATEGIES influenced your organization's work as it relates to obesity prevention? For example, describe any integration with annual plans, program priority setting, or funding opportunities that may have resulted or are being planned because of the ShapingNJ strategies.

1:

2:

3:

Funding

How many grants or other types of funding has your organization applied for or received where your participation in ShapingNJ played an influential role? (Enter 0 if no grants or funding meet the criteria)

Funding Description: 1 Award

Grant/Award 1

Funding Source:

Goal:

Amount:

Duration:

Status (Applied, Received,
or Rejected):

Funding Description: 2 Awards

Grant/Award 1

Funding Source:	
Goal:	
Amount:	
Duration:	
Status (Applied, Received, or Rejected):	

Grant/Award 2

Funding Source:	
Goal:	
Amount:	
Duration:	
Status (Applied, Received, or Rejected):	

Funding Description: 3 or More Awards

Grant/Award 1

Funding Source:	
Goal:	
Amount:	
Duration:	
Status (Applied, Received, or Rejected):	

Grant/Award 2

Funding Source:	
Goal:	
Amount:	
Duration:	
Status (Applied, Received, or Rejected):	

Grant/Award 3

Funding Source:	
Goal:	
Amount:	
Duration:	
Status (Applied, Received, or Rejected):	

Implementing ShapingNJ Strategies: Worksite

One of the roles of partners identified in the ShapingNJ Partnership Agreement is to implement a ShapingNJ strategy in your organization or agency. The following questions ask about the extent to which organizations participate in worksite-based activities.

Have you or your organization done any of the following activities in your worksite for physical activity and nutrition?

	Yes, we do this already	We are considering it	No	Don't know
Convene a worksite wellness committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Post stairwell prompts to encourage employees to take the stairs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convene walking meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer flexible work hours to allow for physical activity during the day.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designate a space for use only by women who are breastfeeding or pumping milk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide lactation support programs for women who are breastfeeding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer low-cost healthful food options in vending machines, snack bars, cafeterias, and break rooms.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer healthful food options at meetings and events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Implementing ShapingNJ Strategies: Community

The following questions ask about extent to which organizations participate in community-based activities.

Have you or your organization done any of the following activities in your community for physical activity and nutrition?

	Yes, we do this already	We are considering it	No	Don't know
Participate in or facilitate physical activities at community facilities (parks, athletic fields, gyms, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Request sidewalks, bike lanes, or bike racks from local government, businesses, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create walking or biking groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participate in or sponsor community gardens, farmer's markets, community supported agriculture or similar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participate in a local coalition that plans or advocates for healthy change (Sustainable Jersey coalition, local bike-ped coalition, local parks and recreation board, local food system coalition).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Background

What type of agency/organization do you work for or represent?

- ☐ Not for profit organization
- ☐ State Government Department/Agency
- ☐ Local Government Department/Agency
- ☐ Health Care
- ☐ Philanthropy
- ☐ Professional Organization
- ☐ Community Based Organization or Coalition
- ☐ Faith Based Organization
- ☐ Schools/School System
- ☐ University/College
- ☐ For-profit Organization or Business
- ☐ Other (please specify)

In which ShapingNJ workgroup(s) do you participate (Check all that apply)?

- ☐ Executive & Sustainability Committee
- ☐ Child Care Setting Workgroup
- ☐ Healthcare Setting Workgroup
- ☐ Community Setting Workgroup
- ☐ School Setting Workgroup
- ☐ Worksite/Business Setting Workgroup
- ☐ I do not participate in any work group

About how long have you been involved in ShapingNJ?

- ☐ 2 years (April 2009 kickoff event)
- ☐ 1.5 years (September 2009 behavior workgroup meetings)
- ☐ 1 year (May 2010 Partnership meeting)
- ☐ 6 months (October 2010 setting workgroup meetings)
- ☐ Less than 1 month (May 2011 Partnership meeting)
- ☐ I don't know

Thank you for providing feedback about ShapingNJ. We look forward to reviewing these results and using them to strengthen the partnership.

If you have any questions about this survey or if you wish to see the results, please contact Erin Bunger at (609) 34-1 5025 or at erin.bunger@doh.state.nj.us.

Appendix B: Impact of **ShapingNJ** Participation on Partner Organization's Work

- Networking and idea sharing
- Collaboration with agencies (State Government, Not-for-profits, NJ Partnership for Healthy Kids, hospitals, local health departments, partners)
- Building relationships with others in obesity prevention
- New partnership opportunities
- Share information and resources about projects and data
- Funding opportunities
- Training opportunities
- Increased communication and messaging among partners
- Incorporation of ShapingNJ strategies into projects and work environment
- Development and provision of tools and toolkits
- Promote and support breastfeeding initiatives
- Focusing efforts on goals
- Engagement and participation in school-based initiatives and school wellness councils
- Lends credibility to the organization's work
- Provide motivation
- Set a model for how to do work locally
- Provided a new way to address the obesity issue
- Advertising for programs
- Providing research on obesity
- Speakers at meetings
- Reach a large and diverse audience
- Platform to discuss new technologies

Appendix C: Impact of ***ShapingNJ*** Strategies on Partner Organization Work

- Incorporate in priority setting, goal setting, training planning, and strategic planning
- Help leverage funding
- Program Development
- Provide greater awareness toward obesity prevention
- Use collaborative thinking models
- Strategy areas help support on-going work
- Highlight need for collaboration
- Help provide resources to learn about obesity
- Participate in breastfeeding initiatives
- Serve as a checklist of "best practices" for organizations
- Help get the obesity message out to the community
- Serve as a model for other planning processes
- Provides vision for the state for what is possible
- Use to guide future discussions with communities throughout the state
- Access to NJ database of obesity information
- Increase work with partners
- Increase the outreach potential of organization
- More engaged board members
- Confirm groups most in need of interventions
- Help identify markets in need for programs
- Reinforce guidelines for grantees
- Align with priority funding strategy